

Wilmington DISTRICT NEWS

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November 2001



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Wilmington District

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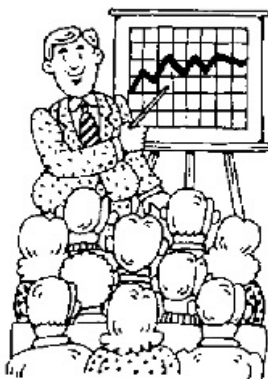
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Speaking Out



Chief of Wilmington District's Planning and Environmental Branch, Coleman Long, gave a presentation on the Corps process for investigating subsurface conditions, littoral transport, fishery and benthic resources to the NC Mining Commission.

Economist Frank Snipes, Hurricane Manager Allen McDuffie and Coastal Engineer Mike Wutkowski hosted ten Duke and UNC-Chapel Hill graduate students enrolled in an Urban Planning Course and interested in coastal development problems. The topic of discussion was the Hurricane Evacuation Study.

Assistant Operations Manager Ralph "Duck" Duckson and Co-op Ranger Dana Lee gave a presentation on Jordan Lake facilities and services to 150 eighth grade

students from East Cary Middle School as part of a partnering effort with the NC Forest Service.

Deputy District Engineer Eugene Tickner presented a Wilmington Harbor Project overview to a group of retired Air Force veterans currently residing in Wilmington.

Power Project Manager Richard Carroll and Ranger Sherrie Storm gave a video presentation of "Titan in Concrete: The making of John H. Kerr Dam" along with an historical overview and a powerhouse rehabilitation update to 40 members of the South Hill Rotary Club.

Chief of Navigation Bob Sattin gave a Wilmington District dredging update to the Cape Fear Waterways Management Council at the UNC-W Center for Marine Science.

Chief of the Raleigh Regulatory Office Ken Jolly spoke at the "Stream Repair and Restoration Workshop" held at the NCSU McKimmon Center. Ken discussed permit requirements and stream mitigation requirements.

IMO's Keith Odberg gave a briefing on computer security and viruses to Fort Bragg's 902nd Military Intelligence Detachment.

At the request of USACE Headquarters, Ranger Michael Womack gave a presentation to 150 Good Sam (Samaritan) Club members--RV enthusiasts who offer help to stranded motorists. Topics covered included Corps recreation sites nationwide, Golden Age and Access Passports, and vacant gate attendant positions..▲

Cover Photo:

Left to Right: Greg Piner, State Budget Office; John Morris, Director of Water Resources for the NC Dept. of Environment and Natural Resources; Dave Howard, Project Manager for Great Lakes Dredge & Dock Company; and Phil Wolf, Wilmington District Project Inspector discuss how the cutter head on the Dredge Texas burrows into the channel floor to deepen the Wilmington Harbor. Photo by Alverta Sandy.

Island 13 Comes Alive

By Penny Schmitt



Left to Right: Corps Surveyor Wick Westmoreland and Corps Biologist Hugh Heine identify sample points by GPS that will be monitored for plant survival and coverage. This data will be used to measure the site's success. Photo by Chuck Wilson

Leafing out, squirming, swimming, crawling, and flying . . . new and abundant life is taking hold at Island 13 in the Cape Fear River. A former dredged material disposal site, the Island has been reshaped and replanted to attract aquatic species that thrive in an estuarine habitat. It's a vital part of the Wilmington Harbor Project, environmental mitigation that replaces 15 acres of lost habitat with about 29 acres of new habitat.

Construction on the project began in the spring of 2000, as the very first step in building the Wilmington Harbor Project. "Environmental features of our projects aren't options or extras," says Col. James W. DeLony, Commander of Wilmington District. "Putting Island 13 first demonstrates that we put the environment on an equal footing with all other project purposes."

As a first step, contractors cleared vegetation from some parts of the island. "We made sure that stand of mature trees were left, since they are also important habitats," said biologist Chuck Wilson, who is in charge of the project.

About 30 acres of high ground was scooped out and moved to another site by pipeline dredge, creating wetland and tidal elevations. Some of the area was deepened to provide three to four feet of depth. That allows for sedimentation and ensures long-term tidal exchange. "This promotes good tidal exchange of water and provides good water quality," Wilson explained.

In the spring of 2001, workers

planted thousands of nursery grown plugs of the marsh grasses *Spartina alterniflora* and *Spartina patens*. These plants help establish high- and low-marsh habitats along a 40-foot wide swath of shoreline at Island 13. Three months later, the new plants were flourishing.

By September, biologists monitoring the Island saw abundant evidence that the project is successful. Birds and other wildlife flocked to the shoreline during this first growing season. Seining at the island in late September yielded shrimp, blue crab, spot, croaker, pinfish, menhaden, striped mullet, anchovy, tonguefish, and mudminnows.

"We saw good survival of the planting stock," Wilson said. "We also saw natural colonization by native marsh grasses, including cord grass, spike rushes and bulrushes."

In a year or two, the Corps hopes that it may be hard to tell that human beings had a hand in building the habitat here. Biologists will continue to monitor the site for about three years. They will compare 134 test points at Island 13 with 134 test points at a nearby reference marsh. Part of their work will be aimed at discovering what conditions foster the best results, so that the Island 13 experience can be repeated and maybe even improved upon in other locations.▲



Seining at Island 13 in late September collected shrimp, spot, croaker, pinfish, menhaden, striped mullet, anchovy, tonguefish, mud minnow and blue crab (not pictured). Photo by Chuck Wilson

Mitigation Banks

Establishing wetlands to offset development

Photos and Article By Penny Schmitt

"Eight years ago, this was a cornfield," said Dave Lekson, Chief of the Wilmington District's Washington, N.C. Regulatory Office. Surrounded by 40-foot Atlantic white cedars, River oaks, sycamores and a thick new growth of other plants that grow in wet soils, Lekson stood in a thriving woodland site known as a Mitigation Bank.

Established by a legal instrument, signed by the District Engineer, and monitored by a Mitigation Bank Review Team that includes representatives from the Corps of Engineers, along with national and state natural resources agencies, these banks are helping to reestablish healthy wetlands in several areas of North Carolina.

"They are a business venture with an environmental payoff," Lekson explained. "Landholders acquire property, restore or enhance wetland conditions, and preserve the site. In turn, organizations like the North Carolina Department of Transportation or developers seeking wetlands permits that require mitigation, can draw on the banks to acquire mitigation credits for their projects."

The landowners profit by selling credits to project sponsors. "It's a risky venture," Lekson explained. "We are still learning what works and what doesn't work. One

mitigation bank in the state failed because the owners weren't successful in creating wetland conditions. You don't automatically profit. You have to really benefit the environment to make this work for all concerned."

The good news is that with a decade of experience, new ventures have better chances of success. Also, the banks begin to pay off in wetlands restored, preserved, enhanced, or created, from the moment the bank is established. North Carolina now has seven approved mitigation banks, comprising about 20,000 acres of wetlands. Seven other banks are under development.

In Tyrell County, for example, Lekson looks forward to 1,000 acres of farmland being planted in Atlantic white cedar. Pointing to a vast, flat landscape of field that drops off the horizon, broken only by drainage ditches, Lekson said: "This is what I call 'curve-of-the-earth farming.'" Some fields stretch for almost eleven miles, and all used to be wet flats and pocosins. The Timberlake Farm Tract of the Great Dismal Swamp Restoration Bank, is a 4,000 acre tract being

taken out of agriculture. It links directly to a national wildlife refuge." When the drainage ditches are filled and appropriate vegetation planted, Lekson said, the land will again become wetland, greatly improving water quality in the headwaters of the Little Alligator River.



Dave Lekson, Chief the Washington NC Regulatory Office, examines a River Oak growing in a Mitigation Bank wetland, which was a cornfield only eight years ago.



Left: This Mitigation Bank wetlands area will be expanded to include 4,000 more acres currently cultivated as farmland. A closer look (photo below) reveals several bear and deer tracks. The wetlands support many species of wildlife.

The Corps Regulatory Division has been involved with mitigation issues since the Mitigation Memorandum of Agreement was signed by the Corps and EPA in 1990. Federal Guidance was issued specifically addressing mitigation banks. "This really got the ball rolling in North Carolina," Lekson said.

A variety of mitigation options are now available to applicants, including mitigation banks. "Credits" within a bank are valued according to the kind of wetland work the bank sponsor is doing. Bank credits are comprised of a combination of restoration, creation, enhancement, or preservation.

Credits can only be exchanged within a watershed, to guarantee that mitigation benefits the area where a road or other development project is built. Other rules ensure that banked wetlands are effectively managed in perpetuity, that wetland development is not adversely affected by adjacent land uses, and that constructing the bank won't harm other areas with high ecological value. The bank's owners must show that they can meet the financial responsibilities and that they maintain appropriate maps and other legal records.

"The Mitigation Bank Review Team works hard to ensure that we get good projects in the first place, and then to make sure that they live up to their promises," Lekson said. "North Carolina has been a real leader in this program. We're proud to be restoring water quality, desirable tree species, and wildlife areas to the state." ▲





A Jet Ski and dock sit on dry land as drought conditions cause the John H. Kerr Reservoir waters to recede. Photo by Michael Dodd

Record Drought

Demands Cooperative Management

By Penny Schmitt

Lower than normal rainfall lasting for more than three years has pushed regions of North Carolina and Virginia into a record drought. “We don’t see any indication more rain is on the way. That’s why we’re starting a drought management initiative.” That’s what Terry Brown, Water Control Manager for the Wilmington District, told an interstate group of government officials assembled in Raleigh last week.

Conditions at John H. Kerr Reservoir are getting critical, with inflows approaching the previous record lows that occurred in the 1950s. Conditions at Philpott Lake are also worsening. “Because all five of the

Corps’ reservoirs in Virginia and North Carolina serve many public needs,” Brown said, “it’s important that all agencies and organizations concerned begin to discuss how we will manage our water resources.”

National Weather Service officials who attended the meeting said that rainfall this winter is predicted to be no more than normal, not enough to replenish reservoirs gradually depleted over three dry years. Hurricane Floyd put a big slug of water into Falls and Jordan Lakes, and helped stabilize others, but the long-term picture has been dry and will continue to be.

The reservoirs serve as water supply for regional communities. Both Kerr

and Philpott also have contractual obligations to produce hydropower, which requires the lakes to release flows to run their generators. Minimum releases of water from the lakes are needed to sustain healthy conditions for wildlife and good water quality. Recreation around the lakes is also an important regional asset. All these important functions will be affected as the drought continues.

What problems do communities face? “Our intake ceases to work at 286 feet,” said Mike Hicks, of Kerr Lake Regional Water Supply. Jim Thornton of Dominion Generation foresaw problems for downstream industrial operations if outflows from Kerr were

dramatically cut. A saltwater wedge in the Roanoke watershed could move further upstream, he added. David Coburn, of North Carolina Parks, reported recreation at Kerr is already affected. The water has receded leaving many boat ramps, docks and shoreline areas unusable. Representatives from Virginia and North Carolina wildlife resource agencies were concerned about potential harm to fish and other aquatic animals.

All of these issues require close coordination and cooperation among agencies to ensure that the best possible approaches can be taken. "We're all going to have to figure out the best way to share the pain," said Gene Addesso, of the Roanoke River Basin Association.

After gathering information analyzing conditions, committee members met again to begin making recommendations for managing increasingly scarce water in the region.

In mid-November, the Corps stepped releases down to an average of

2000 cubic feet per second (cfs). "We have worked closely with our partners both upstream and downstream from Kerr Reservoir to design a workable strategy," Brown said.

Two critical components on the Roanoke River system are the water supply intake for the city of Henderson, upstream of the Kerr Dam, and municipal and industrial facilities downstream. Henderson's water supply intake is threatened when the reservoir falls below 288 feet. Facilities as far downstream as the Plymouth, North Carolina, Weyerhaeuser plant could have difficulty operating because of salt water intrusion if flows go below 2000 cfs. These factors, plus the Corps' obligations to continue producing hydropower under contracts with the Southeastern Power Administration (SEPA), were primary considerations.

"All of our partners, along with the North Carolina and Virginia Divisions of Water Resources, have been working together. We think our strategy will safeguard the Henderson water supply

intake and ensure that the Weyerhaeuser plant can continue operations. SEPA helped as well. We have a win-win plan for the time being."

Brown explained the strategy. "We reviewed the forecasts for rain and assessed inflows to the reservoir. The most probable projection for the lake is what we are following, rather than a 'best case' or 'worst case' scenario. Based on probabilities, releases at 2000 cfs will take the lake down slowly to about 288 feet around January, when we should begin to see a gradual rise again." The management strategy could change if weather conditions become either wetter or dryer than anticipated.

For weekly drought reports on the five reservoirs within Wilmington District and for an overall report, visit the Wilmington District's web site at <http://epec.saw.usace.army.mil> ▲



This boat launching ramp, and many others, at Philpott Lake is closed due to record low water levels. Photo by Wayne Ayers

The Economics of



Wilmington District Project Engineer Chris Frabotta oversees the sand placement operation for Brunswick County Beaches. Here, the sand, dredged from the bottom of the Wilmington Harbor Shipping Channel, is piped more than 44,000 feet to the shores of Oak Island. Photo by Christine Bruske



Sand placement projects involve constant attention to environmental timelines. Corps contractor, Bean Stuyvesant, along with local Turtle Watch volunteers, identified sea turtle nests, constructed protective cages and pathways to the sea, and provided 24-hour monitoring to ensure the turtle-hatching season was not interrupted by the sand placement project on Caswell Beach. These protected sea turtle nests had a higher than normal hatch rate of 84.4 percent. Photo by Chris Frabotta

By Penny Schmitt

There's no question in the minds of wave-pounded, storm-hounded beach denizens, but the rest of the world wants to know: how can the Corps tell a beach project is a good buy for the nation? At a recent stakeholders meeting on Shore Protection, attendees got two views of the economics of beach projects.

Bill Pitt, a Commissioner from Kill Devil Hills, North Carolina, which is part of the Dare County Beaches project area, explained how the economics look from the sponsoring community's point of view. According to him, it's a 'no brainer'. The benefits of the project, and the costs avoided, both are huge in the context of a local or regional beach economy. The passion sponsors feel for the Dare County Beaches shore protection project is no mystery, when you realize they calculate benefits to their area compared to costs on a ratio of 4:1--\$4 of benefit for every dollar spent putting sand on the beach.

Harry Simmons, Chairman of the Brunswick County Beaches Consortium and Mayor of Caswell Beach, agreed that putting sand on beaches provides important storm protection, but also feels that maintaining North Carolina's beaches provides an important recreational resource for the nation. "In the summer, we get 15,000 visitors each day. They come from every state in the nation and several foreign countries. We have residents from 28 states and we contribute to the federal tax base."

However, the economic evaluation the Corps must conduct rests on a different basis. We have to answer the question: "Does this project yield a fiscal benefit to our nation as a whole?" Wilmington District economist, Bob Finch, explained some of the calculations and just plain grunt work that go into determining what the National Economic Development Plan benefits of a beach project are likely to be.

Finch and his colleagues start by

of Beach Projects

inventorying and forecasting conditions. "We document historic storm damages, document what has already been done to protect the beach, and build a structural database."

That database is very specific. When the Corps has to decide whether properties and structures are worth protecting with federal taxpayer dollars, they don't calculate the 'average' value of a house in a community. Instead, each property within the project area is valued separately. The predicted storm damage to the property and replacement of contents is calculated and included.

"We include the costs of beach scraping and pushing, sandbagging, NCDOT costs, repairs to public properties, and post storm recovery expenses, as well as repairs to private properties, other structures, and contents," said Finch. "Wherever possible, we use actual historical data."

Other elements of the economic evaluation are more theoretical. Like most economists and planners, Finch works in an 'as if' world of models and probabilities, rather than in a world of ironclad certainty. When a beach project is being evaluated, for example, Corps principles and guidelines dictate that land values can't be set at the going market rate for oceanfront property. Instead, land values are calculated based on the prices of near shore lots in the second or third row properties.

The worth of added beach sand as a recreation enhancement is another elusive value. To model it, Finch uses a formula that takes several factors into account. He turns selected features of a recreation experience into a dollars-and-cents estimate of how much more a beach project would increase a person's enjoyment of a day at the beach. That figure is multiplied by the number of visits he calculates could be made in any given recreation season. It's not exact, but it is a reasonable way to get an idea of how much better it is to swim, play, and

Continued on page 9



Before sand was placed on Brunswick County Beaches, ocean waves lapped at the foundation of this Caswell Beach fishing pier and adjacent buildings. Property owners often pile up mounds of broken concrete as a temporary means of minimizing erosion. Photo by Chris Frabotta



After sand placement, the beach is extended by more than 85 feet at high tide. The Town of Caswell Beach is constructing a stretch of fenced-off dune with sea grass to further aid in maintaining the newly placed sand. Photo by Scott Maners

State Officials Visit Wilmington Harbor Project

By Christine Bruske

North Carolina Water Resources officials and key state budget staff members toured several operations currently underway in the Wilmington Harbor Deepening Project. The project, set in motion by the Water Resource Development Act of 1986, requires the state to pay 35% of an estimated \$425 million to excavate 37 miles of the shipping channel to depths of 34 to 44 feet. The deeper channel will allow boats to carry heavier loads in and out of Wilmington.

Transportation costs add significantly to the overall price of any product. Therefore, easy access to deep harbor shipping channels is vital to businesses throughout North Carolina. "This is really a very important project for North Carolina," said John Morris, Director of Water Resources for the state Department of Environment and Natural Resources (DENR). "This is also a difficult budget time for North Carolina, so it's important that the people who put the budget together be familiar with the Wilmington Harbor Project. It helps to see the project in person."

Budget staff representing the executive and legislative branches of state government accompanied Morris for demonstrations and explanations of dredging and disposal operations. Maurice King and Greg Piner of the State Budget Office prepare the Governor's budget for consideration and approval by State House and Senate members. Jennifer Hoffman, Adam Levinson, Mona Moon and Charles Peruse are fiscal analysts for the North Carolina General Assembly and are involved in drafting the yearly budget legislation.

"I was surprised to see how very complex an operation this really is," said Peruse. "You read reports and review documents, but that doesn't compare to the understanding you gain from seeing how things are done." "The trip was very worthwhile," said John Sutherland, Chief of the Water Projects Section at DENR. "I appreciated the opportunity to ask questions throughout the tour."

Wilmington District Chief of Project Management, Wayne Bissette, agreed that the tour was a success. "It's always easier to discuss the details of a project with someone who has seen it. The tour will help us all communicate more effectively and will contribute to the ongoing and final success of the project." ▲



Left to Right: Greg Piner and Maurice King of the State Budget Office, Great Lakes Dredge & Dock Company Safety Officer Garland Poarch, and Charles Peruse, Fiscal Analyst for the North Carolina General Assembly. The group traveled on the Corps survey vessel GILLETTE around the Wilmington Harbor and to the Dredge TEXAS. Photo by Christine Bruske



Left to Right: Corps Resident Engineer Jim Mullins explains to DENR Director of Water Resources John Morris, Fiscal Analyst Mona Moon and DENR Chief of Water Projects John Sutherland how material is dredged from the bottom of the Wilmington Harbor Channel with the cutter head (below left) and then piped to the spider barge (below right) for transport to a disposal site. Photos by Christine Bruske





Corps contractor Bean Stuyvesant uses an excavator to distribute the sand surging from the 30-inch pipe, building up the Caswell Beach shoreline. Photo by Chris Frabotta.

Continued from page 7

sunbathe on a wide beach than it would be to squeeze into a narrow, surf-lashed strip of sand broken by a steep scarp.

When all the data is in how does the Corps crunch those numbers?

Wilmington District uses a collection of computer modeling programs nicknamed "GRANDUC" or "Generalized Risk and Uncertainty-Coastal." Developed by Coastal Engineer Mike Wutkowski, this very powerful suite of programs can run thousands of scenarios, using input from other programs, like SBEACH and Genesis. It tests the real numbers about houses, values, and shoreline maps against thousands of possible combinations of storm events over the fifty-year life of a beach project. It tests without-project condi-

tions, and runs an equally large number of scenarios evaluating a variety of project configurations. The goal is to find a target project that gives the community the most shore protection for the least cost.

"Some measures you could take, would almost certainly be rapidly overwhelmed by weather events. That's doing too little," Wutkowski explained. "On the other hand, you could spend many millions to protect a community against events so severe we would only expect them to happen very rarely, like once in 500 years. That's doing too much."

In the case of Dare County beaches, the estimated benefit-cost ratio is about 1.9 to 1--\$1.90 in benefits for every

dollar spent. Currently, sand is being placed on Brunswick County Beaches through a 933 Agreement for Beneficial Use of Dredge Material from the Wilmington Harbor Deepening Project. The benefit-cost ratio is about 1.6 to 1 or \$1.60 in benefits for every dollar spent putting sand on Brunswick County beaches.

Sand placement projects, like other Wilmington District Civil Works projects, are based on economic evaluations, environmental research and collaborative engineering. All these factors, in addition to federal, state and local funding, determine if proposed projects become a reality.▲

HR CORNER

Federal Employee Death Benefits

Compiled by Jackie Cook

Federal Employees Group Life Insurance (FEGLI)

Benefits are payable if death occurs while employee is insured and if beneficiary presents proper notice and proof (death certificate, claim form, etc.).

Amount of life insurance in force is paid no matter how death is caused. (Benefits will not be paid to any person who wrongfully caused the death even though the person would otherwise be entitled.)

- Accidental Death and Dismemberment (AD&D) provides additional funds in the event of a fatal accident or an accident that results in the loss of a limb or eyesight. For benefits to be paid, the death or loss must occur within 90 days after the accident and be a direct result of bodily injury sustained from that accident, independent of all other causes.

Unless the employee designates a specific beneficiary, FEGLI benefit is paid according to the order of precedence mandated by law (e.g., to employee's widow(er); if none, to employee's child or children in equal shares; if none, to employee's parents, etc.).

Retirement - Civil Service Retirement System (CSRS)

- A monthly survivor annuity is payable to an eligible spouse if an employee had completed at least 18 months of creditable civilian service and died while subject to CSRS deductions. The surviving spouse must have been married to the employee for at least 9 months at time of death, or have a child born of the marriage. If the death was accidental, the length of marriage requirement is deemed satisfied.
- The guaranteed minimum amount (typically, less than 21 years 11 months service) of survivor annuity is 55% of the lesser of 40% of employee's high-3 average salary at date of death; or the amount of annuity that would have been paid had employee worked until 60 years old at the same high-3.
- When the widow's or widower's annuity based on the employee's actual service (typically, at least 21 years 11 months service) would be more than the amount under the guaranteed minimum provision, the spouse receives 55% of the annuity that would have been earned by the employee at date of death.
- Children receive monthly annuity until the children marry or become age 18, whichever occurs first. Unmarried dependent children 18 to 22 if attending an accredited educational institution full time are also eligible. Unmarried disabled children are also covered if the disability occurred before age 18.

Retirement - Federal Employees' Retirement System (FERS)

The basic employee death benefit is payable if the employee had completed at least 18 months of creditable civilian service and died while subject to FERS deductions. The surviving spouse must have been married to the employee for at least 9 months at time of death or have a child born of the marriage. If the death was accidental, the length of marriage requirement is deemed satisfied.

- If the deceased employee had at least 18 months of creditable civilian service, the basic employee death benefit amount is a lump sum payment (currently \$23,386.98) plus a lump sum equal to the higher of half of the final salary at the time of death or half of the high-3 average salary.
- If the deceased employee had 10 or more years of creditable service the basic employee death benefit amount is payable plus a survivor annuity equal to 50% of the employee's basic FERS annuity at time of death.
- Social Security benefits are payable if the deceased employee had earned sufficient credit (normally one and a half to ten years) covered by Social Security.
- Children receive a monthly survivor annuity reduced by the amount of any Social Security survivor benefit payable (also applicable to CSRS-Offset) until the children marry or become age 18, which ever occurs first. Unmarried dependent children 18 to 22 if attending an accredited educational institution full time are also eligible. Unmarried disabled children are also covered if the disability occurred before age 18.

Leave, Final Pay & Thrift Savings Plan

- Employee's beneficiary receives lump sum payment for unused annual leave accrued.
- Sick leave balance is applied in the calculation of a survivor annuity if employee was under CSRS.
- Unpaid compensation is paid to employee's beneficiary.
- Designated beneficiary receives amount in TSP account (with options, for example, surviving spouses may transfer balance to IRA). ▲

Operations Plan Success

Again this year, the Wilmington District completed enough Operations Plan Objectives to declare 2001 a winner of a year. Bonus checks amounting to \$500 before taxes should arrive in TEAM member pay for the Holidays.

"We can't be precise about the amount, because it depends on how many TEAM members qualify for the full award or a prorated amount," said District TQM Manager B.J. Suggs.

The work well done that earned this year's bonus included a total of 83 points based on Operations Plan Objectives, and another 15 bonus points.

Major successes in the plan included significant progress in Managing Technology. The GIS projects undertaken by the District continue to move us into the forefront with technology, despite adjustments in the program due to funding shortfalls. Along the way, we have also seen a transformation in our District Web Site and revitalization of our Information Mission Area Quality Management Board. All of this is critical at a time when information is literally the lifeblood of our organization.

Business Practices objectives saw a mixed record this year. Hire lag drove our TLM costs higher. "We all need to work hard to keep hiring actions on track. This is a tough one, and since it is an objective we must achieve to meet Higher Headquarters Standards, it's not going to go away!" Suggs said.

Another area that needs continued focus is our ability to assess customer feedback. "We missed the mark on establishing an adequate baseline for our customer relations objective," Suggs said. "This means we didn't have too many times when our customers were terribly dissatisfied but we also didn't make RAVING FANS out of them, because they didn't answer our surveys or give us a report card. Not having a clear baseline for customer relations makes it hard to tell whether we are successful in meeting customer needs."

Again this year, Bonus Points made a critical difference. Through both collective and individual efforts, we added 15 points to the score. Increased support for organizations and agencies outside the Corps accounted for several points, and Jim Stirling's National Arrowhead Award added two to the total.

"This shows how all our efforts make up a successful year for the District," Suggs said. "Everything from working with close attention to safety, to doing your best in your professional field, to putting a little extra push behind outreach efforts it all adds up to reaching the goal."

All in all, the District once again showed that we are a "Just DO it!" TEAM. It really is true that Together Each Achieves More!▲

WE DID IT!

Chief Counts On Us



Project Management Business Process

"To create and sustain the Project Management Business Process requires us to reexamine how all of us do our work," Chief of Engineers Bob Flowers writes in a brochure launching a revitalized, comprehensive look at PMBP. The Chief's most recent video for Corps TEAM members also signals his strong expectation that we corporately develop in new directions. He wants to see --

- *Flexible, agile organizations*
- *Mentoring culture*
- *TEAM environment*
- *Continuous learning*
- *Quality technical work*

"We're ahead of the curve on TEAM environment, and we are doing a lot of what's envisioned in the new PMBP," Col. DeLony said at a recent town hall meeting. "Now we need to pick up and do the rest."

"The rest," entails ensuring that we operate by initiatives the Corps has designed to give us common corporate business practices. Why? "Because the world has changed," LTG Flowers said. "Business processes and organizational structures that were effective in the Industrial Age no longer serve us well in the Information Age."

A new PMBP manual updates the original PMBP imperatives; curriculum material will be made available to help our TEAM work corporately; automated system support for the process (P2) will replace and expand upon PROMIS, giving project delivery teams the best available tools. Also, the Corps will publish an updated ER 5-1-11 USACE Business Process.

"The Chief EXPECTS us to use these tools to get the job done!" Col. DeLony said.

"Ultimately, customer voice and choice, winning customer trust, and customer service quality will be the tests of our success," said District Deputy for Project and Programs Management, Eugene Tickner.▲

New Members to the District



Glenn Massaro, Project Engineer, Wilmington Harbor, Keg Island Contract. Glenn retired from the Corps of Engineers as a Lieutenant Colonel after 22 years of active duty. He returns to the Corps as a civilian TEAM member after several years as a project engineer and consultant in the Washington D.C. area with Science Applications International Corporation. Glenn and his wife, Gladys, have a daughter, Laura, and a son, Greg.



Len Farmer, Project Engineer, Construction Management. Len comes to the Wilmington District after several years with the U.S. Department of Agriculture where he worked as an Agricultural Engineer on the Everglades Restoration Project and other wetlands restoration projects. Len also served as liaison to the Seminole Indian Tribe. Len and his wife, Anna, have two daughters, Amanda and Jayne.



Kevin Conner, Hydraulic Engineer, H&H. Kevin joins the Corps after more than four years with the N.C. Department of Transportation where he worked as a Construction Engineer. Kevin earned a B.S in Civil Engineering from NCSU in 1996. Kevin and his wife, Andrea, have a daughter, Sarah, and a son Luke.



Rosemary Cohen, Economics Co-op, Program Services Division. Rosemary is a Junior at UNC-Wilmington majoring in Economics and Mathematics. After completing her Bachelor's Degree, she hopes to earn a graduate degree in Environmental Economics. Rosemary is also a jewelry artist. She is from Silk Hope, N.C.



The Wilmington District kicked off its Combined Federal Campaign (CFC) with thrills and chills as TEAM members showed off their most ghastly garb. A costume contest and pizza fund raiser sponsored by the Recreation Committee made the CFC event extra special and lots of fun. The Wilmington District set a goal of \$21,000 in annual contributions. Sarah Tingley, who coordinated the 2001 campaign, is confident the goal will be met. "We raised \$20,944 in 2000. Our employees are very generous especially to local agencies." Thanks TEAM for your support of the CFC! *Photo by Scott Maners*

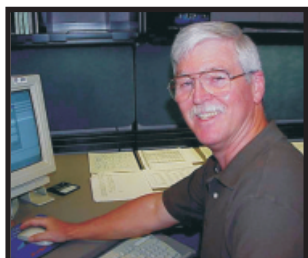
Thanks to **Fred Lehman**, 2nd Mate on the Dredge FRY, who loaned the District Office his beautifully displayed collection of Corps of Engineer memorabilia. Some of the more interesting and rare pieces include a WWI officer's collar insignia, a 1918 castle insignia ring, a WWI castle insignia pocketknife, and WWII 'mother' and 'sweetheart' pins.



Construction Engineer **Ken Penland** is the winner of the second quarter safety slogan contest. Ken's slogan:

Safety First, Last and Always

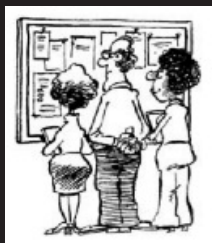
Good luck to **Doug Quinn**, Hydraulics Engineer, who left the Wilmington District after 32 years of service to join his wife, Irma, in Heidelberg Germany. Doug is hoping to land a job with the Corps after he gets settled in his new home.



The American Red Cross Blood Drive was a huge success! Thanks to all who donated and to all who wanted to donate, but couldn't because our sign-up sheet was full. The Wilmington District gave 30 units of blood, surpassing our goal of 25 units. The next blood drive is scheduled for Thursday, January 24, 2002.



Our prayers and best wishes go out to W. Kerr Scott Ranger, **Ray Spivey**, who was recently diagnosed with Lou Gehrig's Disease and is no longer able to work after 26 years with the Corps. If you would like to send a card of encouragement, please call the Public Affairs Office for the address.



Corps Family News



Retiree News

By Bob Swart

There was a real good crowd of 23 attending this month's meeting. It being the first of the month, it was a little surprising, but it was very nice. The following were in attendance: Bettye and Bob Swart and Bob's mother Bessie, Lawrence Crawley, Edith and Jim Vithalani, Joe Lewis, Bob Doetsch, Doris and Ken Old, Virginia Uzzell, Jean and Dan Grimsley, Max Grimes, Lloyd Tyndall, Augustus B. Moore Jr., Buddy Johnson, Gloria and Paul Woodbury, Betty and Eric Matzke, and Sylvia and Rex Phillips.

It was good to see that Betty and Eric Matzke were able to get a little time out from their busy travel schedule to be with us. They just returned from a trip to New York City during the second week of October. Eric also attended a train show in York, Pennsylvania during the third week in October and said the fall scenery was beautiful in that area. Betty and Bob made a journey to Jupiter, Florida to visit their youngest daughter and family. On their way home they stopped in Savannah and Florence to check the antique shops for depression glass and delftware. Kay and Buddy Johnson traveled to Asheville during the first week in October and had a nice visit with Audrey Sanderson. They stopped in to see Aria and Buck Norway on their way back home. Rex Phillips is still working on a family history from 1935-present. His writing class at the college refers to this period as "ancient history." Since they grew up in the same part of the world, Rex has been using Pat Tyndall as a consultant in this effort. Lloyd is still making comments about how tough this retirement is--something about no rest for the weary, no time to do things you enjoy, and no time to make money. This isn't the retirement I have been enjoying these past eight years.

It was a real pleasure to have Bessie Swart with us again this month. She celebrated her 94th birthday on 19 October. Paul Woodbury was toting his travel journal and talking about having to come up with a 13-page paper for his schoolwork. He surely has chosen a subject he knows well. Joe Lewis was looking for somebody who could have some use for his boat dock. It seems the churches haven't scheduled any Baptism services there lately. It is suspected that he is just looking for another free meal as the church groups usually feed him when they visit. He was also showing some nostalgic pictures around the room and talking about the good old days. There was a sketch done by Gus Moore depicting Joe hooked to the end of a fishing line with Mary Ann reeling him in. The caption said something about a big catch.

Our thoughts and prayers go out to Gloria and Paul Woodbury on the death of Gloria's mother, and to Ruth Field whose sister-in-law, Katherine Field, passed away on October 28. Since the meeting, Sylvia found out that Rex Phillips has been having some heart problems and is now has to take it very easy for a while. It is hoped that everything will be okay.

Our December meeting will be on Thursday, 6 December. Come be with us during the holiday season. Fun will be had by all.▲



Helping Needy Kids

Through Operation Christmas Child, the Wilmington District TEAM shared the true meaning of Christmas with several needy children. The Human Relations Committee extends heart-felt thanks to all who prepared and donated the shoe boxes stuffed with toys, goodies and Christmas cheer. For more information about donating to Operation Christmas Child, visit www.samaritan.org.

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